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19 SEP 1966

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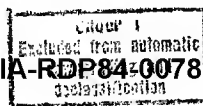
MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Aesthetics and Realities

1. This memorandum is probably best entitled a "think piece."
2. In 1963 this Agency set out upon two courses of action which, during the elapsed three years, have brought about an enhancement in the decor and furnishings of our metropolitan establishment. The combination of the creation of the CIA Fine Arts Commission (FAC), in March 1963, and the utilization of Interior Space Design, Incorporated (ISD), commencing also in 1963, furnished the impetus and assets to upgrade our physical attractiveness. The results have been impressive and much credit is due to the members, past and present, of the Fine Arts Commission.
3. It would appear, however, that our management expertise in guiding our aesthetic development has failed to keep pace with our bent toward beautification. Today, in an environment of Presidentially ordered economy and Agency-encouraged austerity and efficiency, we have less controls and procedures to monitor, review, and approve our desires for physical image-creating and interior decorating than existed when we made our original commitment. The area of cognizance of the Fine Arts Commission, originally restricted to the "aesthetic appearance of the interior of the Headquarters Building" (underscoring supplied), now appears unlimited, interior or exterior. Interior Space Design consultants, for expensive fees, are asked to prepare layouts and recommend fabrics and furnishings for undertakings when management has made no budgetary allowance for the implementation of the concept. Various senior officers of the Agency request that this area or that facility receive design attention and subsequent decorative rehabilitation, but we have no priority system to guide the follow-through. The matter of establishing priorities for ISD-designed work must also be balanced against priorities established for tenant moves that do not involve design or decor expertise inasmuch as both types of projects are accomplished with one basic General Services Administration labor pool. Therefore, without coordinated priority action, we tend to establish internal competitive demands for accomplishment of two different types of projects by the one available labor force.

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4. A few real and active examples which are symptomatic of the above problems may highlight the issue:

a. There are currently four main areas which have been studied by Interior Space Design and layouts have been presented to the Fine Arts Commission for approval, i.e., DCF's Downtown Office, Headquarters Reception Area, International Conference Room, and Headquarters Training Rooms 1A07 and 1A13. An approximate total cost to implement the ISD recommendations is \$160,000. Total budgeted funds available for FY 1967 are \$32,000. Inasmuch as the Office of Logistics is already underbudgeted for FY 1967, it can offer no supplemental funding resource.

b. The Office of Logistics currently has underway, within the Headquarters Building, four priority space moves, i.e., DD/P Reorganization; Office of ELINT, DD/S&T; Foreign Missile and Space Analysis Center, DD/S&T; and WALNUT, Records Integration Division, DD/P. Assuming, for the sake of argument, the above-mentioned four Interior Space Design projects were approved and funded tomorrow, there appears lacking a management mechanism to establish a priority amongst these four ISD projects and then to interweave that priority listing with the four priority-designated space moves now underway.

c. Over a year ago the General Services Administration asked us to undertake action to replace the deteriorating wooden guard shelter that stands at the entrance to the visitors' parking lot at Headquarters. Design work for an attractive replacement structure was completed by professionally competent architects of the Office of Logistics and submitted for approval to the Fine Arts Commission. The following sequence of events then took place:

- (1) The initially submitted design was rejected.
- (2) We were informed that the Fine Arts Commission would seek "outside architectural assistance."
- (3) Interior Space Design, Incorporated, was requested to submit a design.
- (4) The ISD design was reviewed by the Fine Arts Commission and a recommendation was made that the ISD design be submitted for review by Harrison and Adranovitz, the architectural firm that designed the Headquarters Building.

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SUBJECT: Aesthetics and Realities

The guard shelter we started to replace because of reasons of deterioration and leakage of air two years ago has obviously further deteriorated, the guard will obviously be colder this winter than the past two winters, and we are still no nearer to replacement of the shelter.

d. Agency official records appear very moot or ambiguous as to who approves and who funds projects undertaken for aesthetic reasons. On 3 February 1964 the Director of the then Office of Budget, Program Analysis, and Manpower (BPAM) stated in a memorandum to the Director of Logistics, among other things, that: "This Office will provide funds periodically to cover such obligations as have been incurred." In this day of economy we would be very remiss if we incurred an obligation of \$160,000 to pursue the four main ISD projects and blandly submit the bill to the Office of Planning, Programming, and Budgeting (PPB) for reimbursement. The Director of Planning, Programming, and Budgeting concurs in this judgment.

e. Two delegations of authority were given by the former Executive Director-Comptroller on 3 February and 2 March 1964 to designate individuals to approve Interior Space Design projects. We can find no current delegation of authority.

1. In addition to the four mentioned active ISD projects, there are other pending matters receiving ISD consideration. These include work in the Headquarters Building cafeteria, the creation of a sales store to be operated by the Employee Activity Association, minor work in the bus tunnel, and minor work on the southeast entrance to the Headquarters Building. The amount of money needed is unknown and, likewise, the availability of funds, when an amount is known, cannot be determined.

5. The recitation of the above problems and examples appears to lead to a conclusion that our involvement and commitment to aesthetics and beautification should receive a thorough review of accomplishments to date, the establishment of future goals, and the creation of coordination and management devices designed to allow us to reach those goals in an orderly and sound fashion. The involvement of manpower necessary to keep up with the current and loosely organized system is not today producing results of commensurate value. It would appear, at the minimum, that before Interior Space Design is tasked and the Fine Arts Commission becomes involved, a management decision should be arrived at as to whether, in fact, we can afford that which we desire. Secondly, the accomplishment of that which is desired should be viewed simultaneously with other work that has to be done by the same basic assets in order to establish priorities of undertakings and subsequent timing.

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6. In essence, what is suggested is that a procedure be brought into being which calls for comment and input from the Office of Logistics, the Fine Arts Commission, and the Director of Planning, Programming, and Budgeting, following which there be command approval by either the Deputy Director for Support or the Executive Director-Comptroller before we allow the cycle of work to commence by tasking Interior Space Design for any design work.

7. This particular paper is designed to acquaint you with the problem. If you agree in our thesis that a problem in fact does exist, and if you believe our proposal will tend to put order into what at the moment is a relatively uncontrolled system, we will be happy to present you with draft procedures.

8. As an assistance to you in understanding the background of this problem, we have attached copies of certain pertinent documents.

Signed: John F. Blake

for George E. Meloon
Director of Logistics

6 Atts:

- Att. 1 - Action Memorandum No. A-202
dtd 20 March 1963
- Att. 2 - dtd 21 March 1963
- Att. 3 - Memo dtd 3 February 1964 fr D/
BPAM to D/L, subj: Obligations
Incurred on Behalf of the FAC
- Att. 4 - Memo dtd 26 February 1964 fr
ExDir-Compt to D/L, subj: DOA
to Approve Procurement Actions
Resulting from Recommendations
of the FAC
- Att. 5 - Memo dtd 17 December 1964 fr
ExDir-Compt to D/L, subj: DOA
to Approve Procurement Actions
Resulting from Recommendations
of the FAC
- Att. 6 - Memo dtd 26 January 1966 fr C/FAC
to DDCL, subj: Scope of the FAC

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SUBJECT: Aesthetics and Realities

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Action Memorandum No. A-202

Date: 20 March 1963

TO : DDS DDP IG COMPTROLLER
DDI DDR OGC ONE

SUBJECT: Establishment of a Fine Arts Commission

1. Since moving into the new building, many of us have been aware of the need for the interior decoration of the building to be more in accordance with the fine exterior appearance, the need for a warmer atmosphere and the development of a comprehensive and continuing program to insure that these needs are imaginatively met.

2. A Fine Arts Commission has been authorized to serve in an advisory capacity to the Executive Director (on behalf of the Director and the Deputy Director) so that he can initiate actions to fulfill our needs. It is expected that the Commission will, among other matters, immediately concern itself with advising on the selection of the colors of paint for the walls of corridors and offices; on the selection, framing, and hanging of pictures; and on the development, location, and display of exhibits.

3. I would appreciate your nomination of at least three individuals under your supervision who, you believe, would be especially well qualified to serve on such a commission so that membership might be selected from our best-qualified people. Members of the commission will serve in addition to their normal duties. It is not anticipated that the work of the Commission will require an unreasonable amount of time, as their recommendations will be staffed out to the appropriate action component. Although it is difficult to establish precise criteria for membership, the following factors may be helpful in your selection of nominees:

- (a) Willingness and desire to contribute time and attention to the work of the Commission.
- (b) Interest and capability in artistic expression.
- (c) A fine judgment in discerning art form.

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It is not intended necessarily to select one from each of the Deputy Director's offices although, other things being equal, this would probably be desirable.

4. May I have your nominations along with a brief description of their qualifications by 29 March.

/s/

Lyman B. Kirkpatrick
EXECUTIVE DIRECTOR

O/DCI [] ke (18 Mar 63)

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This Notice Expires 1 April 1964

ORGANIZATION

21 March 1963

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FINE ARTS COMMISSION
OF THE
CENTRAL INTELLIGENCE AGENCY

1. A Fine Arts Commission of the Central Intelligence Agency has been established to advise the Executive Director of CIA on matters affecting the esthetic appearance of the interior of the Headquarters Building.

2. The members of the Commission will be selected from Agency personnel and will serve in addition to their other duties. The Deputy Directors will submit to the Executive Director the names and qualifications of officers who have shown an interest and capability in artistic expression. Appointment will be on the basis of qualifications, and not on the basis of organizational representation. The membership of the Commission will be announced in a separate issuance.

3. When a recommendation of the Commission has been accepted, the Executive Director may request the Chairman of the Commission or designated members to monitor, in staff capacity, the execution of the decision.

MARSHALL S. CARTER
Lieutenant General, USA
Deputy Director of Central Intelligence

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3 February 1964

MEMORANDUM FOR: Director of Logistics

THROUGH : Deputy Director (Support)

SUBJECT : Obligations Incurred on Behalf of the Fine Arts
Commission

REFERENCE : dated 21 March 1963

1. The reference Headquarters Notice advised of the establishment of a Fine Arts Commission to advise the Executive Director of CIA on matters affecting the esthetic appearance of the interior of the Headquarters Building. Paragraph 3 states "When a recommendation of the Commission has been accepted, the Executive Director may request the Chairman of the Commission or designated members to monitor, in staff capacity, the execution of the decision."

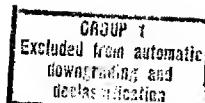
2. In order to regularize the processing of requests for services, supplies or equipment required for the execution of approved proposals, it is requested that the Logistics Services Division be designated to accommodate such requests and to process the obligations, expenditures and property issues through the regular accounts of the Division. This office will provide funds periodically to cover such obligations as have been incurred. For administrative convenience, it is suggested that Office of Logistics report these obligations at close of December, March and May of each year. The report for May should include an estimate for the remainder of the fiscal years.

3. From time to time, the Executive Director-Comptroller may direct an action to be taken that may involve some expense, such as providing signs or posters, not properly chargeable to the Director's Office or some other specific office. You are requested to accommodate such items of expense through Logistics Services Division and include the obligations with those of the Fine Arts Commission.

John M. Clarke
Director of Budget,
Program Analysis and
Management

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26 February 1964

MEMORANDUM TO: Director of Logistics

THROUGH : Deputy Director (Support)

SUBJECT : Delegation of Authority to Approve Procurement
Actions Resulting From Recommendations of
the Fine Arts Commission

REFERENCE : D/BPAM Memo dated 3 February 1964, to
D/Logistics

Referenced memorandum makes provision for funding obligations incurred on behalf of the Fine Arts Commission as well as certain other categories of expenses resulting from requests by the Executive Director-Comptroller. In order to clarify procedural aspects regarding authorization and approval of such expenses, you are advised that effective 1 March 1964, is delegated authority to approve recommendations of the Fine Arts Commission which require Logistics Services Division action in the procurement of services, materiel and equipment.

/s/

Lyman B. Kirkpatrick
Executive Director-Comptroller

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17 December 1964

MEMORANDUM FOR: Director of Logistics

THROUGH : Deputy Director (Support)

SUBJECT : Delegation of Authority to Approve Procurement
Actions Resulting from Recommendations of
the Fine Arts Commission

REFERENCE : (a) D/EPAM Memo dated 31 Feb. 1964 to
D/Logistics; (b) Ex. Dir. Memo dated
26 Feb. 1964 to D/Logistics

Effective 1 December 1964, [] is delegated authority to approve recommendations of the Fine Arts Commission which require Logistics action in the procurement of services, materiel and equipment. This approval authority is limited to \$200 per line item.

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/s/

Lyman B. Kirkpatrick
Executive Director-Comptroller

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[REDACTED]

26 January 1966

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MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : Scope of the Fine Arts Commission

1. The Fine Arts Commission, as constituted under Notice [REDACTED] of 20 December 1965, reviewed as an early piece of business the scope of the activities they might usefully undertake on the basis of Action Memorandum No. 202 and [REDACTED] dated ? 1963. We believe that the Fine Arts Commission can advise you on matters affecting the appearance of our buildings and grounds in the following areas:

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a. Building

- (1) Use of decorative materials and color in the corridors and offices.
- (2) Selection of furniture and furnishings.
- (3) Treatment given less desirable work areas.
- (4) Treatment given areas having functions different from regular office space, such as offices of senior staff, recreation rooms, conference rooms, dining areas.
- (5) Care and maintenance of property.

b. Visual Arts

- (1) Use of paintings and sculpture in public ways and the auditorium.
- (2) Stimulation of employee interest in improving the appearance of office space through use of paintings, prints, sculpture and other appropriate objects.
- (3) Development and display of exhibits.

c. Grounds

Use of plants of all kinds in and around buildings.

d. Other

Advise on all matters of aesthetic relevance to the surroundings in which employees work.

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2. We recommend that matters falling within the scope of the Commission, as outlined above, be referred to the Commission for advisory comment. A review of the buildings under Agency control suggests that useful comment would relate for the present to the Headquarters Building and to the Ames Building in Rosslyn. We feel that such comment would be particularly relevant where interior decorators are under contract.

3. We shall use the above as informal guidance for the Commission subject to any comment you may offer.

[Redacted]

Chairman
Fine Arts Commission

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